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Exhibit A

Scope of Work

TASK LIST

Task/ Subtask #	CPR	Task Name
1.0	N/A	Administration
1.1		Kick-off Meeting
1.2		Invoices
1.3		Subcontractors
1.4		Monthly Progress Reports
1.5	X	Critical Project Reviews (CPRs) (every 6 months or as necessary)
1.6		Final Report
1.7		Final Meeting
1.8		Leveraged Funds
1.9		Required Permits and CEQA Review
1.10		Deliverables
1.11		Program Advisory Committee Participation
1.1.12		Prevailing Wage Determinations and Weekly Certified Payrolls
1.1.13		Historic Preservation Consultation
1.1.14		Waste Management Plan
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2.1.2		Final Implementation Plan
2.1.3		Sustainability Plan
2.1.4		Design Clearinghouse and Finance Subsidy
2.1.5		Establish Clearinghouse and Finance Subsidy
2.1.6		Administration of Clearinghouse and Finance Subsidy
2.1.7		Design and Implement Integrated Web Portal
2.1.8		Customize Integrated Web Portal
2.1.9		Maintain Integrated Web Portal
2.1.10		<u>Align with Workforce Development and Other Complementary Programs</u>
2.1.11		Quality Assurance, Energy Audits and Energy Savings Verification
2.1.12		Outreach, Marketing and Customer Support
2.1.13		Tracking and Reporting
2.2		Additional Services
2.2.1		Regional Coordination and Development
2.3		Regional Pilot Programs
2.3.1		Residential PACE Program

Task/ Subtask #	CPR	Task Name
2.3.2		Commercial PACE Program

Table 1: Task List

KEY NAME LIST

California Statewide Communities Development Authority (CSCDA)

JH James Hamill, Program Manager
JB Jake Bayham, Program Manager

Renewable Funding (RF)

AH Annie Henderson, Program Director
MM Mike Marcus, Program Manager
AB Adam Byrnes, Program Manager
SS Scott Strait, Chief Information Officer
CS Cliff Staton, Vice President of Marketing
MF Mimi Frusha, Chief Operating Officer
JK Joanna Karger, Chief Finance Officer
CD Cisco DeVries, President
DE Daniel Etra, Product Development Manager

Ecology Action (EA)

GJ Gine Johnson, Executive Director
MB Margaret Bruce, Vice President
CT Chuck Tremper, Vice President
BJ Brennen Jensen, Senior Program Manager
CC Colin Clark, Program Manager

MIG Corporation (MIG)

MC Mindy Craig, Principal
CDR Carie DeRuiter, Creative Director
JV Joyce Vollmer, Communications Director
TC Tim Carroll, Project Manager
JE Jill Eulate, Project Manager
EC Ed Canalin, Sr. Graphic Designer
FP Faylin Paciski, Project Manager

County of Sonoma:

RD Rod Dole – Auditor-Controller-Treasurer-Tax Collector and Administrator
JO Jose Obregon – Director of General Services
JHa John Haig – Energy and Sustainability Manager
KL Kathy Larocque – Deputy County Counsel
JKa Jonathan Kadlec – Sonoma County Debt Manager
PJ Pam Johnston – Deputy Tax Collector
LY Liz Yager – Administrative Services Officer I
DL Diane Lesko – Department Analyst
GL Gina Lehl – Department Analyst
SR Sam Ruark - Administrative Services Officer I

Community Redevelopment Agency of Los Angeles (CRA/LA):

Task #	Key Personnel	Key Subcontractor(s)
1.0		
1.1	JH, JB, GJ, MB, CT, AH, MF, AB, CD, MC	EA, RF, MIG
1.2	JH, JB, CT, AH, AB, FP	EA, RF, MIG
1.3	JH, JB, MB	EA
1.4	MB, CT, AH, AB	EA, RF
1.5	JH, JB, MB, AH, AB, MC, JV	EA, RF, MIG
1.6	JH, JB, MB, AH, AB	EA, RF
1.7	JH, JB, MB, AH, AB, CD	EA, RF
1.8	MB, BJ,	EA, RF
1.9	CT	EA
1.10	MB, BJ, CC	EA
1.11	MB, BJ, CC, JB, AH, AB, CD, MC	EA, RF, MIG
1.12	CT	EA
1.13	CT, MB	EA
1.14	MB, BJ,	EA
2.0		
2.1		
2.1.1	MB, BJ, CC, JH, JB, MF, AH, AB, MC, JV, CDR, TC	EA, RF, MIG
2.1.2	MB, BJ, CC, JH, JB, MF, AH, AB, MC, JV, CDR, TC	EA, RF, MIG
2.1.3	MB, BJ, CC, JH, JB, MF, AH	EA, RF, MIG
2.1.4	JH, JB, MF, JK, AH	RF
2.1.5	JH, JB, MF, JK, AH	RF
2.1.6	JB, AH, AB	RF
2.1.7	MF, SS, DE, BJ, CC, MC, JV, EC, CDR, TC	RF, MIG
2.1.8	MF, SS, DE, BJ, CC, EC, TC	RF, MIG
2.1.9	MF, SS, DE, BJ, CC, TC, JC	RF, MIG
2.1.10	MB, BJ, CC,	EA
2.1.11	BJ, CC	EA
2.1.12	MB, BJ, CC, JH, JB, GJ, MB, CT, AH, AB, MC, JV, EC, CDR, TC	EA, RF, LGAC, MIG
2.1.13	BJ, CC, AH, AB	EA, RF
2.2		
2.2.1	MB, BJ, CC	EA
2.3		
2.3.1	RD, JO, JHa, KL, JKa, PJ, LY, GL, DL, SR	CoS
2.3.2	SP	CRA/LA

Table 2: Key Personnel and Subcontractors

ACRONYMS

Acronyms used throughout this Scope of Work are as follows:

ARRA	American Recovery and Reinvestment Act of 2009
AA	Agreement Administrator
CCM	Energy Commission Contract Manager
CPR	Critical Project Review
CSCDA	California Statewide Communities Development Authority
DOE	United States Department of Energy
GHG	Greenhouse Gas
HERS II	Phase II of Home Energy Rating System
HPwES	Home Performance with Energy Star
PAC	Program Advisory Committee
LGAC	Local Government Advisory Committee
SEP	State Energy Program
TAC	Technical Advisory Council
WIB	Workforce Investment Board

Table 3: Acronyms

DEFINITIONS

The following definitions apply throughout this Agreement:

1. **“Contractor”** means the entity that receives funding directly from the Energy Commission under this Agreement. The Contractor is defined as a “subrecipient” under Federal law (see Office of Management and Budget (OMB) Circular A-133, Subpart A, Section .105 and Subpart B, Section .210).
2. **“Subaward”** means an award made by the Contractor to a subawardee or to a vendor.
3. **“Subawardee”** means any entity other than a vendor that receives funding from the Contractor to carry out or support any portion of this Agreement.
4. **“Subcontractor”** means a subawardee or vendor.
5. **“Vendor”** means any entity defined as such by OMB Circular A-133 (see Subpart A, Section .105 and Subpart B, Section .210).

I. Problem Statement

California leads the nation in energy efficiency and renewable energy residential and commercial retrofit programs. More than \$275 million in American Recovery and Reinvestment Act of 2009 (ARRA) funds are being committed to furthering these efforts over the next 3 years, and more than \$3.2 billion dollars in utility funds will go to support these efforts. A comprehensive program that includes workforce development, quality assurance, regional development, education and outreach is required to achieve the goals of the ARRA program and California's AB 32 for energy efficiency and renewable energy generation, including, greenhouse gas emission reductions and job creation. Property owners must be educated about the benefits of energy efficiency and renewable energy, but even then the adoption of energy efficiency and renewable energy products, services, and practices is impeded by inadequate access to capital, limited understanding of appropriate technologies, a largely untrained workforce, and limited support from public agencies and utilities.

California's Energy Action Plan¹, Integrated Energy Policy Report², and Long Term Energy Efficiency Strategic Plan³ place high priority on achieving dramatically greater energy efficiency in existing buildings, including achieving an average energy savings of 40% in all California residential buildings by 2020. Such high levels of energy efficiency retrofits and the expansion of onsite solar electric and other renewable energy will not be possible without major expansion in the availability of effective financing to residential and commercial property owners.

In addition, in January 2010 the Energy Commission was tasked with "develop[ing] and implement[ing] a comprehensive program to achieve greater energy savings in California's existing residential and nonresidential building stock⁴" when Assembly Bill 758 (AB 758, Skinner) became law. As part of that comprehensive program, the Energy Commission has been asked to consider "a broad range of energy assessments, building benchmarking, energy rating, cost-effective energy efficiency improvements, public and private sector energy efficiency financing options, public outreach and education efforts, and green workforce training."⁵

To meet the mandate of AB 758 and to achieve the goals established in the plans and reports listed above, the Energy Commission, in conjunction with the California Public Utilities Commission, has developed and is implementing a new initiative entitled *Energy Upgrade California* (Program), which provides the programmatic framework and infrastructure for a comprehensive residential and commercial retrofit program. This statewide energy efficiency, water efficiency and renewable energy retrofit program will be implemented in collaboration with public and investor-owned utilities (POUs/IOUs), local governments and ARRA-funded recipients. *Energy Upgrade California* will

¹ <http://www.energy.ca.gov/2008publications/CEC-100-2008-001/CEC-100-2008-001.PDF>

² <http://www.energy.ca.gov/2009publications/CEC-100-2009-003/CEC-100-2009-003-CMF.PDF>

³ <http://www.californiaenergyefficiency.com/docs/EEStrategicPlan.pdf>

⁴ Public Resources Code 25943. (a) (1)

⁵ Public Resources Code 25943. (a) (2)

encompass: the investor-owned utilities' whole-house retrofit program; Retrofit Ramp-Up projects located in California and sponsored by the U.S. Department of Energy (DOE); the Energy Commission's retrofit programs funded by the State Energy Program (SEP) and Energy Efficiency and Conservation Block Grant (EECBG) funds awarded under the American Recovery and Reinvestment Act of 2009 (ARRA); Employment Development Department Workforce Investment Act (WIA), and many local jurisdiction programs using other EECBG and WIA funds. The thirteen specific elements of Energy Upgrade California are defined in **Attachment 1**. Through *Energy Upgrade California*, the Energy Commission is defining the technical requirements and programmatic best practices that are necessary for an effective, consistent and sustainable statewide energy efficiency and renewable energy retrofit program.

However, in order for *Energy Upgrade California* to be successful, a foundation needs to be laid that will encompass several areas: a centralized integrated web portal that will consolidate rebate, incentive, qualified contractor and financing information for residential and commercial property owners; a suite of energy retrofit financing options that increases the availability and attractiveness of financing for a larger segment of California's population; streamlined quality assurance that meets the Energy Commission's requirements⁶, covers Program participants throughout the state, and reduces duplication; improved and standardized energy audits for single-family and multi-family residences and commercial buildings; an effective *Energy Upgrade California* brand; and comprehensive, statewide marketing and outreach strategy that interests and informs property owners, contractors, lenders and other stakeholders the benefits of energy efficiency and renewable energy retrofits.

In addition, California has been an early advocate and adopter of property-assessed clean energy (PACE)⁷ financing, by which property owners investing in permanent energy efficiency, water efficiency, and/or renewable energy improvements can repay the loans through a voluntary contractual assessment on their property taxes. Since 2008, several PACE programs have been established in California and throughout the nation. With over twenty states adopted PACE-enabling legislation, PACE was poised to expand exponentially.

While PACE has support from DOE, the Office of the Vice President and local communities across the nation, recent statements⁸ by the Federal Housing Finance Agency (FHFA)⁹ and the Office of the Controller of the Currency (OCC)¹⁰, both federal

⁶ Title 24 Standards: <http://www.energy.ca.gov/2008publications/CEC-400-2008-001/CEC-400-2008-001-CMF.PDF>
HERS Standards: <http://www.energy.ca.gov/2008publications/CEC-400-2008-011/CEC-400-2008-011-CMF.PDF>
Interim HERS II standards are in the process of development but also apply to this Agreement.

⁷ Property Assessed Clean Energy (PACE) programs, also known as AB 811 programs, allow property owners to finance the installation of energy improvements to their property through voluntary contractual assessments on their property tax bills. Local governments provide funding to property owners for eligible improvements by issuing bonds or other debt, which property owners repay through the assessments, which like other assessments have a senior lien to pre-existing privately held liens, such as mortgages.

⁸ <http://www.fhfa.gov/webfiles/15884/PACESTMT7610.pdf> and <http://www.occ.treas.gov/ftp/bulletin/2010-25.html>

⁹ The Federal Housing Finance Agency is the regulator and conservator of Fannie Mae and Freddie Mac, and the regulator of the twelve Federal Home Loan Banks

¹⁰ The Office of the Controller charters, regulates, and supervises all national banks, including those that make commercial mortgage loans

financial regulators, questioning the security of PACE financing have created a climate of uncertainty that threatens to derail the success of existing PACE programs and substantially threatens further uptake of PACE financing to support energy efficiency retrofits and renewable energy generation.

II. Goals and Objectives of the Agreement

This Agreement seeks to support *Energy Upgrade California*, the Energy Commission's statewide energy and water efficiency and renewable energy generation retrofit program for single- and multi-family residential and commercial properties (Program). To do so, this Agreement will provide the funding necessary to implement the thirteen elements of *Energy Upgrade California* (see Attachment 1), including but not limited to energy retrofit financing, a one-stop shop statewide integrated web portal, quality assurance, workforce development, regional coordination, branding, and education, marketing and outreach needed to complement and work effectively with existing and planned State- and Federal-supported energy retrofit and workforce development programs.

Design Goals of Energy Upgrade California

The Energy Commission designed the Program towards the following goals consistent with the Energy Commission's *State Energy Program Guidelines*:¹¹

- **Incorporate workforce development training** by collaborating with regional Workforce Investment Boards, community colleges, and other local green jobs training programs and resources, and by providing incentives for the use of Clean Energy Workforce Training Program graduates.
- **Increase total job creation and retention** by securing leveraged funding to increase jobs created or retained.
- **Encompass economically disadvantaged areas** particularly affected by the housing and economic crises, including cities and counties below the statewide average unemployment rate.
- **Target outreach and marketing** to ethnic minority and non-English-speaking communities within the regions covered.
- **Meet time criticality requirements**, including achieving significant Program progress within six to nine months and expending all contract funds by March 31, 2012.
- **Engage innovative Program design** to strengthen Program participation, maximize energy savings and cost-effectiveness, and leverage additional funding, resources, tax credits, and incentives to ensure success.
- **Integrate eligible improvements**, including but not limited to second and third tier residential and municipal/commercial targeted measures and incentives.
- **Emphasize loading order** to achieve at least 10% increase in energy efficiency from retrofits before on-site renewable energy generation system installations can be financed with Program funds.
- **Conform to all applicable California laws** including building codes, protocols, standards, and permitting requirements.

¹¹ The Guidelines are located at: <http://www.energy.ca.gov/recovery/sep.html>.

- **Ensure appropriate home energy ratings, energy audits, and building commissioning investigations** consistent with the California Home Energy Rating System Program or commercial energy audits and benchmarking.
- **Establish property owner qualifications** to reasonably screen participants as appropriate candidates capable of making timely and full repayments.
- **Support efforts to address legal concerns** regarding property-assessed clean energy (PACE) financing for PACE pilot regions by completing any necessary validation actions, engaging qualified legal opinions for reasonable likelihood of success, and working with primary mortgage holders.
- **Achieve sustainability** by creating lasting changes in the market, enabling real progress toward California's climate goals, stimulating jobs, revitalizing communities, and establishing a robust foundation for continued program operation and success.
- **Build a broad regional collaborative approach** that will span California.
- **Ensure quality assurance (QA)** by complying with contract QA measures as defined in an Implementation Plan to be developed under this Agreement, and adopting additional QA and quality control measures.
- **Document energy savings** by requiring participants to submit an authorization to receive a customer information form after installation to clearly measure and report energy reductions achieved, and by performing HERS II test-out on a percentage of retrofits performed, to be specified in the Implementation Plan to be developed under this Agreement.
- **Comply with program transparency and reporting requirements** of the Energy Commission and DOE.
- **Achieve program cost-effectiveness** at or above 10 million BTUs per \$1,000 of ARRA funds spent.

Program activities funded by this Agreement are intended to overcome barriers for property owners to participate in *Energy Upgrade California*. This Agreement will support the first phase of *Energy Upgrade California*. Under this phase, all fifty-eight California counties will be eligible to participate in and benefit from the following Program elements: access to the *Energy Upgrade California* integrated web portal including information about financing options, applicable utility rebates and any complementary state or federal programs; marketing, education and outreach; and quality assurance. This level of services is called "Program Basic."

Counties that have invested resources in residential and/or commercial retrofit financing programs and have agreed to the Program terms and conditions, to be known as "Program Plus" counties, will be eligible to participate in and benefit from the benefits available to Program Basic counties as well as all additional program elements, including but not limited to financing subsidies funded under this Agreement, grassroots community development, targeted outreach and rebates to offset the cost of HERS II pre-installation ratings and post-installation verification. Community development will be conducted through pre-identified "regions," single- or multi-county collaborations consisting solely of Program Plus counties that will be identified in the Implementation Plan (Subtask 2.1.2). These regions will be established based on population, geography and any pre-existing collaborations that will facilitate communication and cooperation within that region.

In addition, the Agreement will fund the development and implementation of two regional PACE pilot programs, one residential and one commercial, which will test the viability and replicability of PACE programs in the wake of the aforementioned statements from the FHFA and OCC.

This Agreement will also fund critical information technology and other tasks to launch and ensure the sustainability of *Energy Upgrade California*.

Objectives of Energy Upgrade California

The primary goal of *Energy Upgrade California* is to boost the adoption and quality of installed energy and water efficiency improvements and onsite renewable energy generation throughout the state. Specific objectives of the Program include:

- Creating a one-stop clearing house for energy efficiency, renewable energy financing and, in later stages, water efficiency financing, which may include:
 - Unsecured financing
 - Secured financing, such as through second liens
 - PACE financing that falls outside of Federal Housing Finance Agency (FHFA) purview
 - All PACE financing, in the case of a legal, legislative or other solution to the direction issued by FHFA on July 6, 2010
 - Energy and water utility financing programs such as on-bill financing
- Overcoming barriers for residential (including multi-family) and commercial energy and water efficiency and renewable energy financing in California, such as consumer confusion, high interest rates and upfront costs;
- Developing, implementing and operating the *Energy Upgrade California* integrated web portal to provide consumers and property owners a one-stop resource for information on building retrofit benefits, financing and incentives, finding a qualified contractor, workforce training and home energy ratings;
- Spurring the growth of California's clean energy retrofit workforce by collaborating with workforce development partners, creating incentives to increase employment of the newly trained clean energy workforce, and maintaining a list of qualified contractors on the *Energy Upgrade California* website;
- Ensuring that quality assurance measures are adequately implemented for program participants statewide through collaboration with utility programs and additional activities to effect statewide quality assurance coverage;
- Supporting the expansion of HERS II in California by providing incentives for HERS II energy audits and post-installation verifications, and creating or facilitating opportunities for unemployed and underemployed Californians to become fully certified and equipped HERS raters;
- Increasing the number of counties with successful energy retrofit programs through: regional collaboratives that facilitate infrastructure and community development; and technical and financial subsidies focusing present resources on identified "Program Plus" counties;
- Encouraging property owners to obtain financing through the Program; and

- Ensuring that Energy Upgrade California is a sustainable Program.

Because of the Energy Commission's support of PACE financing, the Program also is sponsoring two separate regional financing pilots to enable them to pursue strategies to implement property-assessed clean energy (PACE) financing programs for residential and commercial buildings that adequately safeguard against the concerns of federal financial regulators and purposefully address the barriers to PACE financing created by FHFA and OCC guidance. These pilot programs will establish quality assurance and energy savings verification, education, marketing and outreach, home energy rating and audit protocols, and financing mechanisms that are specific to each pilot. Both pilots will, however, utilize the statewide integrated web portal for application submittal and processing, rebate consolidation, project tracking, and reporting.

III. Funding

This Agreement is funded by the American Recovery and Reinvestment Act of 2009 (ARRA). The United States Department of Energy (DOE) has allocated the California Energy Commission (Energy Commission) \$226 million in ARRA funding for the State Energy Program (SEP).

Under this Agreement, the Energy Commission is initially providing \$33 million in SEP funds. This amount may be augmented during the term of the Agreement, if other SEP funds become available, to expand the number of incentives offered and/or to increase the number of local jurisdictions that may participate as "Program Plus" counties, and other components of the Program. These funds will be leveraged with additional federal, state, local and other funding to establish the Program. The first phase of the statewide Program and its regional pilots described herein are scheduled to begin in fall 2010. After the first successful Critical Program Review (CPR), the Program may be expanded to increase available services, offer more financial incentives, and/or offer inclusion, including regional coordination and incentives, for other interested California cities and counties that agree to Program terms and provide appropriate leverage. This expansion will be contingent upon adequate funding under this Agreement and leveraged funding, and a supplement to the Implementation Plan describing the details of the expansion, as appropriate.

IV. Program Activities

The Program will be administered on the Energy Commission's behalf by the California Statewide Communities Development Authority (CSCDA).¹² *Energy Upgrade California* is a statewide program making certain elements available to all fifty-eight counties in the state, including: information regarding energy efficiency, renewable generation and water efficiency in a one-stop shop integrated web portal; and education, outreach and marketing. Those receiving this level of services and no others are "Program Basic"

¹² The CSCDA is a joint powers authority sponsored by the League of California Cities and the California State Association of Counties.

counties. The remaining enhanced program element will be available only in select “Program Plus” counties as noted in Table 4. Regional pilots will focus on PACE Financing. The counties in each category are identified in Table 4:

To be inserted.

[illegible]

The specific activities funded by this Agreement in each county may vary, as specified in the Implementation Plan to be developed by CSCDA, to enable its ability to successfully develop and implement necessary technical and programmatic components under this framework. This Agreement will fund the development and

implementation of *Energy Upgrade California*, including the following Program elements:

- **One-stop clearinghouse** for alternative financing information;
 - Program financing costs specifically for Program Plus participants, which may include an interest rate buy-down and/or a loan loss reserve fund or other credit enhancement mechanism
 - Two pilot programs to test the current viability of PACE financing
- **Statewide integrated web portal and branding** to facilitate consumer access to all programs, incentives and financing
- **Regional priorities** for Program delivery
- **Contractor credentials** to promote maximum BPI accreditation and certification
- **Quality Assurance** of energy rater and installation standards
- **Participant recruitment and outreach** targeted at property owners, contractors, potential green labor force participants, real estate groups, local governments, business organizations and other stakeholders as appropriate
- **Workforce development** to support programs for energy raters and building performance contractors
- **Loading order** to ensure 10% energy savings before renewable generation measures are installed
- **Multi-family** to coordinate the Program with existing efforts in multi- family and affordable housing
- **Commercial** to implement PACE financing and energy audit approaches approved by the Energy Commission including retro-commissioning
- **Leverage** to identify and maximize all complementary programs and resources
- **Sustainability** through sound Program leadership, implementation and administration, and sustainability planning for an enduring Energy Upgrade California Program
- **Verification of energy savings** through job and project tracking, monitoring and evaluation of Program progress, and reporting of energy savings and GHG reductions

See Attachment 1 for a more detailed description of each Program element.

V. Program Team

The Program Team includes:

- California Statewide Communities Development Authority (CSCDA) (Contractor)
- Ecology Action (EA) (Major Subcontractor #1, Agreement Administrator and Program Coordinator)
- Renewable Funding (RF) (Major Subcontractor #2, Information Technology (IT) and Finance Administrator)
- MIG Corporation (MIG) (Major Subcontractor #3, Marketing and Communication Provider)

- County of Sonoma (Major Subcontractor #4, Residential PACE Pilot Program Lead)
- Community Redevelopment Agency of Los Angeles (CRA/LA) (Major Subcontractor #5, Commercial PACE Pilot Program Lead)

A. CSCDA - Contractor

The California Statewide Communities Development Authority (CSCDA) is a joint powers authority sponsored by the California State Association of Counties and the League of California Cities.

CSCDA's mission is to provide local governments and private entities access to low-cost, tax-exempt financing for projects that provide a tangible public benefit, contribute to social and economic growth and improve the overall quality of life in local communities throughout California.

CSCDA will serve as the Prime Contractor and Program lead under this Agreement and will work with the Program Team to facilitate a sufficient number of energy and water efficiency retrofits and renewable energy installations to meet or exceed the DOE program cost effectiveness goal¹³ and develop workforce infrastructure to support a robust retrofit market in California. The detailed Implementation Plan will provide specific objectives for numbers of property owners and installation contractors a) taking advantage of incentives offered under this contract (including, but not limited, to training scholarships and audit/verification rebates), b) applying for financing under this program and c) receiving financing to accomplish energy efficiency retrofits and renewable energy installations. Generally, CSCDA will:

- Manage and oversee all Program and administrative responsibilities of this Agreement
- Serve as the primary Program contact on behalf of the Program Team;
- Work with Ecology Action, Renewable Funding, MIG and other subcontractors to administer the statewide Program, achieve Program goals, and ensure that transparency, reporting, and time criticality requirements are met; and
- Develop and administer the financing mechanisms that will be used to fund retrofits during the course of this Agreement.

CSCDA's specific tasks and responsibilities are provided below in this Scope of Work.

B. Ecology Action (Major Subcontractor #1)

Ecology Action is a nonprofit environmental consultancy delivering education services, technical assistance, and program implementation for initiatives that assist individuals, business and government to maximize environmental quality and community well-being.

¹³ Identified as 10,000,000 million source BTUs in energy savings per \$1,000 of ARRA funds spent.

Since 1970, Ecology Action has combined municipal, foundation, and private funding to establish conservation programs, prove their effectiveness financially and operationally, and establish each program as a permanent community resource.

Ecology Action will:

- Assist CSCDA with administration of the Program by carrying out the day-to-day tasks under this Agreement
 - In collaboration with the Program Team, troubleshoot unforeseen Program implementation challenges;
 - Prepare invoices and reports for this Agreement; and
 - Coordinate the development and implementation of the Program Sustainability Plan.
- Serve as Program Coordinator
 - Provide Program staff (Community Coordinators) in “Program Plus” counties as noted in Table 4;
 - Conduct locally-appropriate outreach and Program promotion specifically in “Program Plus” counties that will coordinate with the generalized statewide outreach and promotion provided by MIG;
 - Ensure applicable utility and Energy Commission quality assurance requirements are met throughout the state;
 - Coordinate, monitor and report on Program implementation activities;
 - Coordinate with Renewable Funding to ensure the integrated web portal list of incentives and rebates contains up-to-date local retrofit program and financing information;
 - Coordinate and link complementary Program activities to the Energy Commission’s Comprehensive Residential Building Retrofit Program and Municipal and Commercial Building Targeted Measure Retrofit Program; and
 - Coordinate and link complementary Program activities to relevant utility, ARRA and other energy efficiency retrofit programs in California.
- Serve as Program Advisory Committee (PAC) Facilitator, Local Government Advisory Committee (LGAC) Liaison and Technical Advisory Committee (TAC) Coordinator
 - Provide overall coordination and organizational support for the Program Advisory Committee (PAC), Local Government Advisory Commission (LGAC) and Technical Advisory Committee (TAC), which shall represent the program team and “Program Plus” counties;
 - Ensure the PAC, LGAC and TAC meetings are conducted consistent with the California Open Meeting Act of 2004;
 - Support the PAC through committee facilitation and administrative assistance;
 - Engage appropriate City and County representation on the LGAC; and
 - Convene, coordinate and facilitate active stakeholder participation in the TAC.

C. Renewable Funding (Major Subcontractor #2, Finance and IT Administrator)

Renewable Funding delivers innovative financing tools for renewable energy and energy efficiency installations to residential and commercial property owners, while leveraging local government retrofit initiatives around the country. In addition, Renewable Funding is the industry leader in the turnkey administration of Property Assessed Clean Energy (PACE) programs. Renewable Funding is dedicated to advancing climate neutrality, energy independence, and green job creation through the nationwide deployment of renewable energy and energy efficiency finance programs. To meet this commitment, Renewable Funding serves as a resource for governments and industry regarding the development and deployment of financing products for energy upgrades.

Renewable Funding will develop the criteria for financial mechanisms, ensure compliance, and implement technological aspects of the Program. Renewable Funding will:

- Design and oversee Program financial components and compliance requirements for a financing clearinghouse;
- Manage clearinghouse and finance subsidy development and implementation;
- Implement and maintain the *Energy Upgrade California* integrated web portal;
- Provide reporting and tracking data on clearinghouse, finance subsidy and integrated web portal activities to both the Energy Commission and local governments; and
- Provide ongoing financial and other advice on overall Program design and implementation.

If the Energy Commission and Program Team determine that it is prudent based on forthcoming federal policy or legal actions that restore the support of PACE financing by federal regulators, and if the Energy Commission and Program Team agree to amend the budget for this Agreement to provide the necessary funding, Renewable Funding will:

- Assist Program Plus counties with procedures necessary to participate in a CSCDA PACE program
- Oversee Program financial components and compliance requirements for a PACE financing program in any participating Program Plus counties;
- Subject to either a fee or potential additional funding under this Agreement, assist Program Basic counties with establishing a CSCDA PACE program in their jurisdiction;
- Review and approve applications and payment requests under a PACE program;
- Provide a conduit for other local governments to provide compliant PACE financing through integrated web portal; and
- Finance and purchase bonds to fund projects, if appropriate.

In addition, Renewable Funding may:

- Develop and offer additional financial products to be part of the financing clearinghouse that comply with financing clearinghouse criteria and the competitive process established by the Program.

D. MIG (Major Subcontractor #3)

Founded in 1981, MIG has focused on planning, designing and sustaining environments that support human development. MIG embraces inclusivity and encourages community and stakeholder interaction in all of its projects. MIG adopts a strategic, context-driven and holistic approach to address social, political, economic and physical factors in its projects to ensure client satisfaction.

MIG will work with California Energy Commission, Renewable Funding and Ecology Action to develop and manage the state wide *Energy Upgrade California* marketing:

- Develop and coordinate the *Energy Upgrade California* statewide marketing, communication and education strategies and materials;
- Work with Renewable Funding to enhance the user interface for the *Energy Upgrade California* integrated web portal;
- Integrate *Energy Upgrade California* and integrated web portal with the investor owned utility State-wide marketing, education and outreach program and website known as Engage 360; and
- Build on existing coordination and efforts in partnerships with local governments, building and trade organization, other industry groups to maximize consumer understanding of contractor best practices, listing, job training and other related retrofit information.

E. County of Sonoma (Major Subcontractor #4)

The County of Sonoma is a national leader in residential municipal financing programs for energy and water efficiency and renewable energy retrofit projects. Specifically, it has a proven track record with its Sonoma County Energy Independence Program (SCEIP), which has been leveraging Property Assessed Clean Energy (PACE) financing mechanisms since March 2008 to reduce both the cost of borrowing to consumers and the risk of lending to lenders. SCEIP is currently the only fully operating PACE program in California.

County of Sonoma will:

- Establish and test the viability of a PACE model that will adequately address the issues raised by FHFA concerning PACE programs
- Align the residential PACE pilot with DOE's Guidelines for Pilot PACE Financing Programs and other guidelines specified by the Energy Commission;
- Investigate regional bonding strategies to enhance program sustainability in light of the FHFA determination;
- Support replicability of a residential PACE model that can withstand the FHFA determinations, by producing and sharing program documents and providing technical support to other interested counties;

- Include quality assurance, loading order, workforce development and other requirements of the statewide program within the regional pilot;
- Coordinate with Renewable Funding on the integrated web portal and clearinghouse;
- Coordinate with MIG and Ecology Action on outreach and marketing as appropriate;
- Provide technical support to regional governments, seeking to establish residential PACE programs that will withstand the FHFA determinations; and
- Timely report pilot program metrics

F. Community Redevelopment Agency of Los Angeles (CRA/LA) (Major Subcontractor #5)

The Community Redevelopment Agency of the City of Los Angeles (CRA/LA) is a public agency committed to making strategic investments to create economic opportunity and improve the quality of life for the people who live and work in 32 designated redevelopment communities throughout Los Angeles. Since its founding in 1948, CRA/LA has provided and continues to develop innovative responses to changing economic conditions, with the goal of creating a better quality of life today and for future generations.

While a redevelopment project is typically financed through tax increment revenue¹⁴, CRA/LA is embracing the concept of PACE to implement an “owner-arranged” tax lien financing model for retrofits of large commercial properties. Under this model, individual commercial property owners can negotiate financing from lenders on terms, scale and schedule that best suits the project, and secure repayment through a contractual assessment that sits in first position on the building’s property tax bill. The OCC’s concerns about PACE appear to stem from the fact that in most other PACE programs, a municipality is underwriting the projects and issuing the loans itself, which could be perceived as risky since municipalities are not in the business of underwriting complex real estate transactions. However the “owner-arranged” tax lien financing model relies on sophisticated parties (mortgage holder, owner, retrofit lender) to negotiate the terms of a given financing, and mortgage-holders would only grant consent to PACE liens if they are confident that the lien will not impair the borrower’s ability to meet their existing obligations.

CRA/LA will:

- Align the commercial PACE pilot with DOE’s Guidelines for Pilot PACE Financing Programs and other guidelines specified by the Energy Commission;
- Use an “owner-arranged” tax lien financing model for retrofits of large commercial properties;
- Collaborate with Los Angeles Department of Water and Power (LADWP) to ensure appropriate retro-commissioning of each participating commercial building

¹⁴ Additional funds generated by the increased assessed value of properties in a redevelopment project area. Tax increment funds new projects and repays the bonds that funded redevelopment activities.

- Provide no-cost retro-commissioning Phase I and II energy audits to qualifying commercial building owners
- Coordinate with Renewable Funding on the integrated web portal and clearinghouse
- Coordinate with MIG and Ecology Action on outreach and marketing as appropriate
- Include quality assurance, loading order, workforce development and other requirements of the statewide program within the regional pilot
- Support replicability of the commercial PACE pilot by producing and sharing program documents and providing technical support to regional governments, starting with Placer County and the City and County of San Francisco, seeking to establish commercial PACE programs based on CRA/LA's model
- Timely report pilot program metrics

G. Program Advisory Committee (PAC)

A Program Advisory Committee (PAC) shall be comprised of representatives of the Program Team, the Energy Commission, CSCDA, and the state-wide and pilot programs under this agreement. The PAC will include at least one member from a non-pilot Program Plus county who will be responsible for acting as a liaison and representing the feedback, opinions and requests of the members of the Local Government Advisory Committee to the PAC. Members of the Program Team will report program progress to the PAC.

The PAC will contribute to:

- Integrated web portal refinements;
- Workforce Development improvements;
- Outreach and Communications strategies;
- Sustainability Plan development; and
- Other program components as identified by the Program Team.

H. Local Government Advisory Committee(s)

Local Government Advisory Committees (LGACs) will be made up of representatives from the participating "Program Plus" counties and cities (noted in Table 4). The LGAC's will be formed in each county or groups of counties (region) and will provide feedback and input to Ecology Action on Program design and administration over the course of this Agreement.

The LGAC will:

- Provide feedback to Ecology Action on locally relevant approaches to the statewide Program design and development, roll out and administration and local marketing/outreach efforts as applicable;

- Participate in regional LGAC kick-off meetings to discuss opportunities for communication and coordination throughout the Program term;
- Contribute the perspectives of local governments to the Program Sustainability Plan; and
- Provide input and advice related to local program roll out and administration, municipal staff training, education and outreach, and customer support.

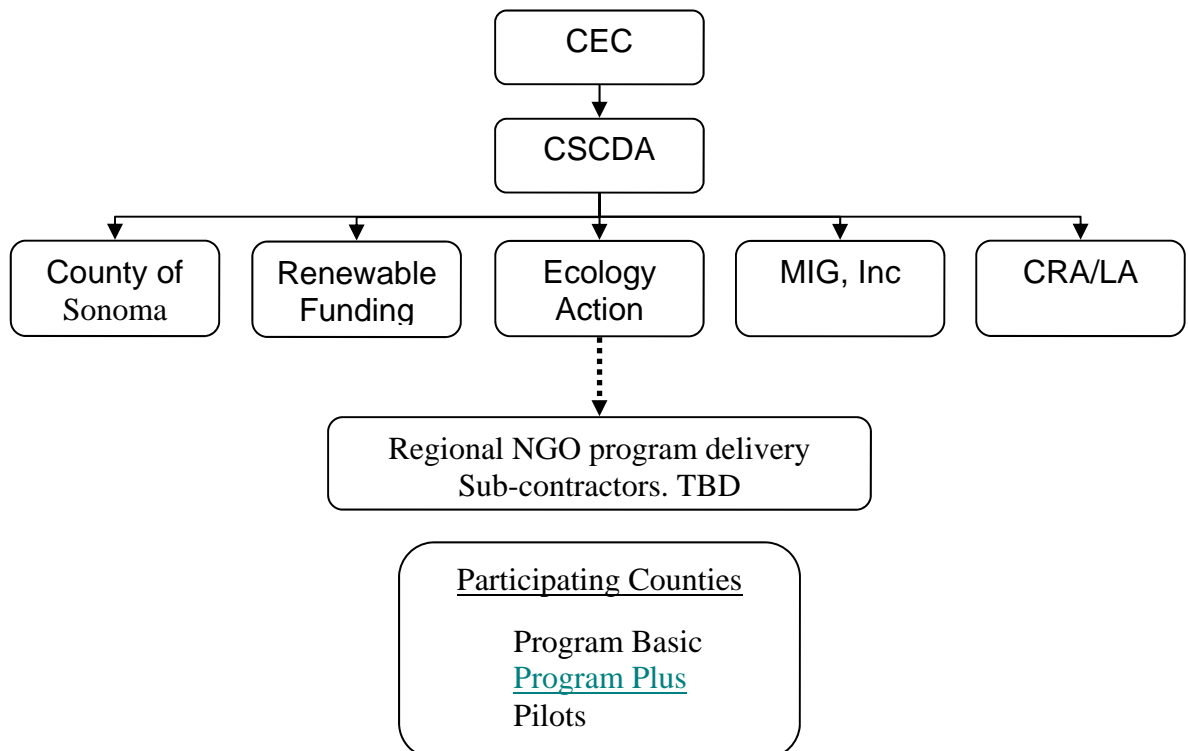
I. Technical Advisory Council(s)

Technical Advisory Councils (TACs) will consist of representatives from workforce development agencies, energy and water utilities, community colleges, businesses, unions, and/or tradespersons, and other appropriate stakeholders and will be formed in “Program Plus” counties, or groups of “Program Plus” counties, and will provide feedback on the most appropriate opportunities for Program engagement, coordination, graduate promotion, and job placement.

The TAC will:

- Provide feedback to Ecology Action on local Program design and development and local marketing and outreach efforts as applicable;
- Inform the Program of relevant local complementary services;
- Inform the Program Team regarding regional Sustainability Plan elements; and
- Assist in promoting the Program.

Table 2 Program Team Org Chart



TASK 1.0 ADMINISTRATION

Subtask 1.1 Kick-off Meeting

The goal of this subtask is to establish the lines of communication and procedures for implementing this Agreement.

The Contractor shall:

- Attend a “kick-off” meeting with the Commission Contract Manager (CCM), the Contracts Officer, a representative of the Accounting Office, and representatives of key subcontractors to review administrative and technical aspects of this Agreement;

The administrative portion of the meeting shall include, but not be limited to, the following:

- Terms and conditions of this Agreement, including use of the *Energy Upgrade California* Identity Mark and Logo, prohibition of KEMA Inc. or its subsidiary known as KEMA Services Inc. from performing services as a subawardee under this Agreement, and the Energy Commission’s rights to intellectual property
- Critical Project Reviews (CPRs)
- Leveraged fund documentation
- Permit documentation
- Training on ARRA SEP reporting requirements
- Compliance with the Davis-Bacon Act
- Compliance with National Historic Preservation Act requirements
- Compliance with Waste Management Plan requirements

The technical portion of the meeting shall include, but not be limited to, the following:

- The CCM’s expectations for accomplishing tasks described in the Scope of Work
 - An updated Schedule of Deliverables
 - An updated Gantt Chart
 - Progress Reports
 - Technical Deliverables
 - The Final Report
- Bring its Project Manager, Contracts Administrator, Accounting Officer, appropriate representatives of the Major Subcontractors and others designated by the CCM to this meeting; and
 - Submit the following to the CCM:
 - Updated List of Leveraged Funds
 - Updated List of Permits
 - Updated Schedule of Deliverables
 - Updated Gantt Chart

Contractor Deliverables:

- Updated List of Leveraged Funds
- Updated List of Permits
- Updated Schedule of Deliverables
- Updated Gantt Chart

The Commission Contract Manager shall:

- Provide an agenda and list of expected participants to all potential meeting participants prior to the meeting;
- Designate the date and location of the meeting; and
- Discuss the administrative and technical aspects of the Agreement with the Contractor and additional participants.

Commission Contract Manager Deliverables:

- Meeting agenda
- List of expected participants

Subtask 1.2 Invoices

The goal of this subtask is to tender all invoices in a timely fashion and in conformity with Energy Commission invoicing procedures. In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 1.2. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Oversee and review Ecology Action's preparation and submittal of invoices and supporting documentation for all allowable contract expenses at each stage identified in the Program schedule submitted to the Energy Commission's Accounting Office.
 - Monitor payment of all invoices and disburse funds as appropriate.

Deliverables:

- Invoices for all allowable project expenses
- Documentation as needed to support invoices

Subtask 1.3 Subcontractors

The goal of this subtask is to manage and coordinate the activities of all project subcontractors, including quality assurance and coordination with the CCM for any new subcontractors added during the term. In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 1.3. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Draft and execute agreements with subcontractors named in the proposal.

- - Manage and coordinate subcontractor activities;
 - Oversee Ecology Action's coordination of subcontractor activities;
 - Notify subcontractors of all applicable terms and conditions, and obtain their agreement to comply;
 - Monitor subcontractor performance and compliance; and
 - Inform the CCM in writing of any new proposed subcontractors.

Contractor Deliverables:

- Notices of new proposed subcontractors
- Draft and final agreements with subcontractors named in the proposal

Subtask 1.4 Monthly Progress Reports

The goal of this subtask is to periodically verify that satisfactory and continued progress is made towards achieving the objectives of the project. This subtask includes the mandatory reporting activities for ARRA SEP programs listed in Exhibit E.2.J (Reporting and Registration Requirements Under Section 1512 of ARRA). Monthly Progress Reports will incorporate other reports as agreed to in the Implementation Plan (subtasks 2.1 and 2.2), and as provided in additional subtasks. In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 1.4. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Regularly gather pertinent information from all subcontractors and participating municipalities;
- Prepare Monthly Progress Reports that summarize all Agreement activities conducted by the Contractor for the reporting period, including but not limited to an assessment of the ability to complete the Agreement within the current budget and on schedule, progress toward whole-house retrofit and workforce development goals, and any anticipated cost overruns; and
- Submit each progress report to the CCM within three (3) working days after the end of the reporting period.

Deliverables:

- Monthly Progress Reports

Subtask 1.5 Critical Program Reviews (CPRs)

The goal of this subtask is to determine if activities specified in this scope of work, Energy Upgrade California Financing or any of the regional pilot projects described in Subtask 2.3 should continue to receive SEP funding to complete this Agreement and whether any modifications must be made to the tasks, subtasks, deliverables, schedule, or budget. The first CPR shall be held within the first six (6) months of the Agreement start date to determine the level of funding that is appropriate for the tasks and to ensure work will be completed on schedule. Because a number of critical tasks must occur prior to accepting applications for funding, the first CPR may be held shortly after

finalization of the Implementation Plan. At least two additional CPRs shall be scheduled later in the term of the Agreement to review ongoing activities.

CPRs provide the opportunity for frank discussions between the Energy Commission and the Contractor. CPRs generally take place at key, predetermined points in the Agreement, as determined by the CCM. However, the CCM may schedule additional CPRs as necessary, and any additional costs will be borne by the Contractor. CPR participants include the CCM and the Contractor, and may include the Energy Commission Contracts Officer, one or more members of the ARRA Committee or their designee, other Energy Commission staff and management, and any other individuals selected by the CCM to provide support to the Energy Commission.

In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 1.5. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Prepare a report for each CPR that discusses the progress toward achieving the Agreement's goals and objectives. This report shall include recommendations and conclusions regarding continued work of the project. This report shall be submitted along with any other deliverables identified in the Scope of Work. These documents shall be submitted to the CCM and any other designated reviewers at least five (5) working days in advance of each CPR meeting;
- Prepare for each CPR a summary of project metrics attributable to leveraged funding. The summary shall include those metrics not identified in Exhibit E, Attachment 6 (Project Type Metrics). The Energy Commission will use the summary for data gathering purposes rather than for federal reporting. The Contractor must submit the summary under the title, "Program Metrics Attributable to Leveraged Funding." The Contractor shall submit the summary to the CCM at least five (5) working days in advance of each CPR meeting. The summary shall contain the following metrics:
 - Project Type Metrics
 - Building energy audits (number of audits performed, floor space audited, and auditor's projection of energy savings)
 - Building retrofits (number and square footage of buildings retrofitted)
 - Financial incentives for energy efficiency and other covered investments (monetary value of financial incentive provided and total value of investments incentivized)
 - Renewable energy market development (number, type, and capacity of renewable systems installed)
 - Performance Metrics
 - Energy savings (kWh, therms, gallons, Btu)
 - Renewable energy capacity and generation
- Submit ancillary data and documentation to the CCM, as required; and
- Present the required information at each CPR meeting and participate in a discussion about the Agreement.

Contractor Deliverables:

- CPR report (for each CPR)
- Ancillary data and documentation (as required)
- Summary of Program metrics attributable to leveraged funding (for each CPR)

The Commission Contract Manager shall:

- Determine the location, date, and time of each CPR meeting with the Contractor;
- Send the Contractor the agenda and a list of expected participants in advance of each CPR. If applicable, the agenda shall include a discussion of both leveraged funding and permits;
- Conduct and make a record of each CPR meeting. One of the outcomes of this meeting will be a schedule for providing the written determination described below;
- Determine whether to continue the project and/or any of the regional pilot projects, and if so, whether to modify the tasks, subtasks, schedule, deliverables, and budget for the remainder of the Agreement, including not proceeding with one or more subtasks. If the CCM concludes that satisfactory progress is not being made, this conclusion will be referred to the Energy Commission's ARRA Committee for its concurrence; and
- Provide the Contractor with a written determination in accordance with the schedule. The written determination may include a requirement for the Contractor to revise one or more deliverables that were included in the CPR. The written determination may also include the Energy Commission's decision on the amount of ARRA SEP funds to encumber into the Agreement.

Commission Contract Manager Deliverables:

- Agenda
- List of expected participants
- Schedule for Written Determination
- Written Determination

Subtask 1.6 Final Report

The goal of this subtask is to prepare a comprehensive written Final Report that describes the original purpose, approach, results, and conclusions of the work completed under this Agreement. The CCM will review and approve the Final Report. The Final Report must be completed on or before the termination date of this Agreement.

The Final Report shall include, but not be limited to, a discussion of lessons learned and recommendations for post-ARRA funding sustainability, scalability and replication for the statewide projects and regional pilot projects.

The Final Report shall be a public document. If the Contractor has obtained confidential status from the Energy Commission and will also prepare a confidential version of the

Final Report, the Contractor shall perform the following activities for both the public and confidential versions of the Final Report.

In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 1.6. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Prepare a Draft Outline of the Final Report in coordination with other key subcontractors. The CCM shall provide written comments to the Contractor within ten (10) working days of receipt;
- Submit the Final Outline to the CCM once agreement has been reached on the draft outline. The CCM shall provide written approval within five (5) working days of receipt;
- Submit a Draft Final Report to the CCM for review and comment. The CCM shall provide written comments within ten (10) working days of receipt; and
- Submit one bound copy of the Final Report with the final invoice.

Deliverables:

- Draft Outline of the Final Report
- Final Outline of the Final Report
- Draft Final Report
- Final Report

Subtask 1.7 Final Meeting

The goal of this subtask is to close out this Agreement by discussing findings, conclusions, recommendations, and administrative issues such as final invoicing and release of retention. The final meeting must be completed during the closeout of this Agreement. This meeting will be attended by, at a minimum, the Contractor, the Commission Contracts Officer, and the CCM. The technical and administrative aspects of Agreement closeout will be discussed at the meeting, which may be two separate meetings at the CCM's discretion.

The technical portion of the meeting will present findings, conclusions, and recommended next steps (if any) for the Agreement. The CCM will determine the appropriate meeting participants. The administrative portion of the meeting shall be a discussion with the CCM and the Contracts Officer about the following Agreement closeout items:

- Final invoicing and release of retention
- "Surviving" Agreement provisions, such as repayment provisions and confidential deliverables
- Preparation of a schedule for completing the closeout activities for this Agreement
- The Energy Commission's request for specific "generated" data (not already provided in Agreement deliverables)
- The need to document the Contractor's disclosure of "subject inventions"

developed under the Agreement

In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 1.7. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- All key subcontractors will meet with the Energy Commission to present the findings, conclusions, and recommendations;
- Prepare written documentation of meeting agreements and all pertinent information; and
- Prepare a schedule for completing the closeout activities for this Agreement.

Contractor Deliverables:

- Written documentation of meeting agreements and all pertinent information
- Schedule for completing closeout activities

The Commission Contract Manager shall:

- Designate the date and location of the meeting; and
- Send the Contractor final report instructions, an agenda, and a list of expected participants in advance of the meeting.

Commission Contract Manager Deliverables:

- Final Report Instructions
- Agenda
- List of Expected Participants

Subtask 1.8 Leveraged Funds

The goal of this task is to ensure that the leveraged funds planned for this Agreement are obtained for and applied to this Agreement during the term of this Agreement.

The costs to obtain and document leveraged fund commitments are not reimbursable through this Agreement. While the budget for this task will be zero dollars, the Contractor may utilize leveraged funds for this task. Leveraged funds must be spent concurrently or in advance of ARRA SEP funds during the term of this Agreement. Leveraged funds must be identified in writing, and the associated commitments obtained before the Contractor can incur any costs for which the Contractor will request reimbursement.

In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 1.8. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Prepare a letter documenting the leveraged funds committed to this Agreement and submit it to the CCM at least two (2) working days prior to the kick-off meeting:

- For leveraged funds that are part of the proposal that led to the Energy Commission awarding this Agreement, then provide in the letter:
 - A list of the leveraged funds that identifies the amount of each cash leveraged fund and its source (including a contact name, address, and telephone number and the task(s) to which the leveraged funds will be applied).
 - A list of the leveraged funds that identifies the amount of each in-kind contribution, a description, documented market or book value, and its source (including a contact name, address, and telephone number and the task(s) to which the leveraged funds will be applied). If the in-kind contribution is equipment or other tangible or real property, the Contractor shall identify its owner and provide a contact name, address, and telephone number, and the address where the property is located.
 - A copy of the letter of commitment from an authorized representative of each source of cash leveraged funding or in-kind contributions that these funds or contributions have been secured.
- Discuss leveraged funds and implications for the Agreement if they are significantly reduced or not obtained as committed, at the kick-off meeting. If applicable, leveraged funds will be included as a line item in the progress reports and will be a topic at CPR meetings;
- Provide the appropriate information to the CCM if during the course of the Agreement additional leveraged funds are received; and
- Notify the CCM within ten (10) working days if during the course of the Agreement existing leveraged funds are significantly reduced. Reduction in leveraged funds may trigger an additional CPR.

Deliverables:

- Letter regarding leveraged funds or stating that no leveraged funds are provided
- Letter(s) for new leveraged funds
- Copy of each leveraged fund commitment letter
- Letter that leveraged funds were reduced (if applicable)

Subtask 1.9 Required Permits

The goal of this task is to obtain all permits required for work completed under this Agreement in advance of the date they are needed to keep the Agreement schedule on track.

Permit costs and the expenses associated with obtaining permits are not reimbursable under this Agreement. While the budget for this task will be zero dollars, the Contractor shall show any leverage funds used for this task. Permits must be identified in writing and obtained before the Contractor can incur any costs related to the use of the permits for which the Contractor will request reimbursement.

The list of permits and the schedule for obtaining them will be discussed at the kick-off meeting, and a timetable for submitting the updated list, schedule and the copies of the permits will be developed. The implications to the Agreement if the permits are not

obtained in a timely fashion or are denied will also be discussed. If applicable, permits will be included as a line item in the progress reports and will be a topic at CPR meetings.

In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 1.9. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Prepare a letter documenting the permits required to conduct this Agreement and submit it to the CCM at least two (2) working days prior to the kick-off meeting:
 - If there are no permits required at the start of this Agreement, then state such in the letter;
 - If it is known at the beginning of the Agreement that permits will be required during the course of the Agreement, provide in the letter a list of the permits that identifies the:
 - Type of permit
 - Name, address and telephone number of the permitting jurisdictions or lead agencies
 - Schedule the Contractor will follow in applying for and obtaining these permits.

If during the course of the Agreement additional permits become necessary, then provide the appropriate information on each permit and an updated schedule to the CCM.

- As permits are obtained (including air quality), send a copy of each approved permit to the CCM.
- If during the course of the Agreement permits are not obtained on time or are denied, notify the CCM within five (5) working days. Either of these events may trigger an additional CPR.

Deliverables:

- Letter documenting the Permits or stating that no Permits are required
- Updated list of Permits as they change during the Term of the Agreement
- Updated schedule for acquiring Permits as it changes during the Term of the Agreement
- Copy of each approved Permit (including air quality)

Subtask 1.10 Deliverables

The goals of this subtask are to establish a procedure for the submittal and review of deliverables and to unify the formats of electronic data and documents provided to the Energy Commission as Agreement deliverables.

Where a draft of a deliverable is required, the CCM shall provide written comments to the Contractor on the draft within ten (10) working days of receipt. Once agreement has been reached on the draft, the Contractor shall submit the final deliverable to the CCM. The CCM shall provide written approval of the final deliverable within five (5) working days of receipt. Key elements from deliverables shall be included in the Final Report for this Agreement.

In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 1.10. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Submit draft and final deliverables to the CCM as required under this Agreement.
- Deliver documents to the CCM in the following formats:
 - Data sets shall be in Microsoft (MS) Access or MS Excel file format.
 - PC-based text documents shall be in MS Word file format.
 - Documents intended for public distribution shall be in PDF file format, with the native file format provided as well.
 - Project management documents shall be in MS Project file format.
- Request exemptions from the electronic file format by submitting a letter requesting exemption at least ninety (90) days before the deliverable is submitted.
- Work with subcontractors and pilot programs to track and collect program deliverables

Deliverables:

- Letter requesting exemption from the electronic file format (if applicable)

Subtask 1.11 Advisory Committee Participation

The goal of this subtask is to facilitate the organization and operation of program advisory committees to represent the statewide and pilot programs under this agreement. In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 1.11. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Convenes the quarterly Program Advisory Committee (PAC) meetings:
 - Provides meeting administration consistent with the California Open Meeting Act of 2004
 - Incorporates PAC recommendations for program improvements and sustainability
- Convenes Local Government Advisory Committees (LGAC) of representatives from "Program Plus" counties and cities:
 - Provides meeting administration consistent with the California Open Meeting Act of 2004

- Incorporates LGAC recommendations for program improvements and sustainability
- Convenes Technical Advisory Committees (TAC) of stakeholder representatives from communities in “Program Plus” counties and cities:
 - Provides meeting administration consistent with the California Open Meeting Act of 2004
 - Incorporates TAC recommendations for program improvements and sustainability

Contractor Deliverables:

- Meeting agendas
- Recommendation reports

Subtask 1.12 Prevailing Wage Determinations and Weekly Certified Payrolls

(Applicable only if the Contractor or subcontractors will perform or subsidize installation work)

The goal of this subtask is to ensure that the Contractor and subcontractors pay prevailing wage rates and submit weekly certified payrolls for all workers that perform labor and mechanic work to achieve the goals and objectives of this Agreement.

In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 1.12. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Submit to the CCM a copy of applicable wage determinations for any and all labor and mechanic work that will be performed to achieve the goals and objectives of this Agreement (including any subcontract) within thirty (30) days of execution of this Agreement. If subcontractors will perform labor and mechanic work, the Contractor must submit a copy of applicable wage determinations to the CCM within thirty (30) days of execution of the subcontracts.
- Submit to the Energy Commission on a weekly basis a copy of all certified payrolls by the Contractor and subcontractors of any tier performing labor and mechanic work to achieve the objectives of this Agreement. Exhibit E.2.M of this Agreement (Davis-Bacon Act and Contract Work Hours and Safety Standards Act) provides the required specifications for certified payrolls.

Contractor Deliverables:

- Copies of Applicable Wage Determinations
- Weekly Certified Payrolls

Subtask 1.13 Historic Preservation Consultation

The goal of this subtask is to ensure that the Contractor complies with the requirements of Section 106 of the National Historic Preservation Act (NHPA) prior to expenditure of

SEP funds under this Agreement to alter any structure or Site. The Energy Commission has executed a Programmatic Agreement with the California State Historic Preservation Officer (SHPO) to streamline the Section 106 consultation process. Under the Programmatic Agreement, the Energy Commission will evaluate Projects to determine whether they are categorically excluded from the SHPO's direct review and consultation.

In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 1.13. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Consult with the Energy Commission (and with the SHPO and the Tribal Historic Preservation Officer, if applicable) to ensure that the proposed Project(s) will have no adverse effects on historic resources.
- Prepare a Consultation Package as specified by the Energy Commission and set forth in the Implementation Plan no later than thirty (30) days after the execution of this Agreement or the identification of the Project structure(s) or site(s) to be retrofitted under the Agreement, whichever is later. The Energy Commission may specify an earlier time for submittal of the Consultation Package if Retrofit work is expected to begin within less than thirty (30) days of Project identification.

Contractor Deliverables:

- Consultation Package

Subtask 1.14 Waste Management Plan

The goal of this subtask is to ensure that the Contractor submits a Waste Management Plan to the CCM prior to expenditure of SEP funds under this Agreement on proposed project activities that may generate any sanitary or hazardous waste. The Waste Management Plan must describe the Contractor's plan to dispose of any sanitary or hazardous waste generated by any proposed project activities. Sanitary and hazardous waste includes, but is not limited to: construction and demolition debris, old light bulbs, fluorescent ballasts and lamps, piping, roofing material, discarded equipment, debris, and asbestos. The Waste Management Plan must also describe the categories and estimated volumes of waste that the Contractor anticipates will be generated by any proposed project activities, and the disposal path for each category of waste.

The plan must comply with all federal, state, and local laws and regulations governing waste disposal.

In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 1.14. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Submit to the CCM a Waste Management Plan for each project no later than thirty (30) days after the execution of the Agreement or the identification of any Projects that may generate waste, whichever is later. The Energy Commission may specify an earlier time for submittal of the Waste Management Plan if Retrofit work is expected to begin within less than thirty (30) days of Project identification.

Contractor Deliverables:

- Waste Management Plan

TASK 2.0 TECHNICAL TASKS/ PROGRAM DELIVERY

The Program Team will work together to plan, implement, and track outcome delivery throughout the Agreement term. As part of this task, the team will develop a detailed Implementation Plan and identify additional subtasks, deliverables, and due dates.

Subtask 2.1 Statewide Services

Additional subtasks are included under this task to successfully complete the Program at the statewide level. Activities include development and implementation of the statewide implementation plan, design and maintain a financing clearinghouse, design and implement a statewide integrated web portal, workforce development, and Program reporting. Each subtask includes a description of its goal, a list of Contractor/Subcontractor activities, and resulting deliverables.

Subtask 2.1.1 Draft Implementation Plan

The goal of this subtask is to develop a detailed Draft Implementation Plan to establish and manage the Program, with input and assistance from the Program Team and the CCM. In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 2.1.1. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Work with subcontractors and representatives from pilot programs to prepare a Draft Implementation Plan that includes, but is not limited to, the following:
 - A list of activities that will be conducted to deliver each element of the Program as specified in Attachment 1;
 - Roles and responsibilities of Contractor, Subcontractors, and any other key organizations;
 - Identification of regions for regional coordination;
 - Detailed financing plans for the funding of energy and water efficiency, renewable energy retrofits for residential and commercial properties under the statewide Program;
 - A plan for establishing a competitive selection process for financial products to be offered by the financing clearinghouse, including identification of minimum requirements and the framework and criteria for a competitive process that will maximize the potential for financial product administrators to provide more attractive terms to EUC applicants than would otherwise be available in the marketplace;
 - A timeline for the Program that delineates the schedule for each Program activity, such as submittal of monthly invoices, the rollout of water efficiency measures as eligible improvements, and the use of Home Energy Rating System, Phase Two (HERS II)-certified whole-house home energy raters/energy auditors by July 1, 2011 (this date may be extended upon Energy Commission approval, to adjust for delays in HERS II availability if necessary);

- A plan to ensure that Energy Commission quality assurance requirements¹⁵ are met for all properties receiving *Energy Upgrade California* financing, verifying compliance with quality assurance components of utility and other energy efficiency programs, providing additional quality assurance as necessary and ensuring the quality assurance of projects that are not covered by existing programs consistent with Energy Commission quality assurance requirements;
- An outline for the Program Sustainability Plan to achieve a program that is self-sustaining beyond the terms of this Agreement and action steps that will be taken to implement the Program Sustainability Plan outline during the course of the Agreement;
- List of energy efficiency, water efficiency and distributed renewable energy generation measures that will be available for funding as part of the Program; the list must include, at a minimum, measures listed in the Energy Commission's RFP #400-09-402¹⁶ and RFP #400-09-403¹⁷
- A list of Energy Commission-approved prescriptive measures for residential retrofit projects;
- Plans for regional partnerships with workforce development, real estate and other groups;
- Workforce development plans that include details regarding scholarships and incentives to property owners and installation contractors.
- Detailed plans for obtaining leveraged funds and resources;
- Plan to verify, track and report energy savings
- Data requirements, based on DOE and Energy Commission direction, for tracking reports that Renewable Funding will develop in subtask 2.8 (Tracking and Reporting);
- Milestones that can be used to gauge progress towards Program objectives;
- Plan for reconciling CEC requirements with utility program requirements; and
- Risk analysis and contingency plans for critical components of the Program, which include but are not limited to the following:
 - Program participation
 - Retrofit quality
 - Lower than expected energy savings from installed and financed measures
 - Integrated web portal for outreach and data management
 - Interim measures for outreach and data management
 - Validation Actions, where necessary
 - Bond Sale
- A detailed marketing, communications and outreach schedule and plan to manage and coordinate marketing and outreach efforts statewide. This may include:

¹⁵

¹⁶ http://www.energy.ca.gov/contracts/RFP_400-09-402/addendum_03/02_2009-11-18_02_MCR-Solicitation.pdf, Section II, Targeted Retrofit Measures

¹⁷ http://www.energy.ca.gov/contracts/RFP_400-09-403/addendum_03/02_Final-SEP-Res-RFP-11-9-09.pdf, Section II, Table 1

- Marketing and Outreach Goals and Objectives
- Regional Marketing Approach
- Target Audiences
- Key Messages
- Tools and Materials
- Media Plan
- Present the Draft Implementation Plan and supporting materials to the CCM via a conference call or a physical meeting. Supporting materials will include but not be limited to: background documents pertaining to risks and contingencies, a work plan, a budget, and a prescriptive measures list.

Contractor Deliverables:

- Draft Implementation Plan
- Supporting materials

Subtask 2.1.2 Final Implementation Plan

The goal of this subtask is to prepare and submit a detailed Final Implementation Plan that satisfactorily addresses the CCM's feedback provided on the Draft Implementation Plan. In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 2.1.2. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Work with subcontractors and representatives from pilot programs to prepare the Final Implementation Plan.
- Submit the Final Implementation Plan and supporting materials to the CCM within ten (10) days after receiving comments from the CCM. Supporting materials will include but not be limited to: background documents pertaining to risks and contingencies, a work plan, a budget, and a prescriptive measures list.
- Participate in a conference call or physical meeting regarding the Final Implementation Plan, if required.

Contractor Deliverables:

- Final Implementation Plan
- Supporting materials

Subtask 2.1.3 Research, Develop and Implement Program Sustainability Plan

The goal of this subtask is to develop a comprehensive Program Sustainability Plan based on the outline in the Implementation Plan that describes next steps required for the continuation of the Program and lays out a strategy designed to ensure the continued operation and long term viability of the Program which will be included in the final Program report. In its subcontracts with Ecology Action and Renewable Funding, Contractor may task those subcontractors with carrying out the day-to-day activities associated with this Subtask 2.1.3. Contractor shall remain responsible for all deliverables.

The Contractor shall:

Task Ecology Action with the following:

- Prepare a draft assessment of key elements of a Program Sustainability Plan (e.g. necessary economic, demographic, technical, or regulatory framework information)
- Consult with subcontractors, available advisory committee members, and representatives from pilot programs to create a draft outline for the Program Sustainability Plan as part of the draft Program Implementation Plan
- Work with subcontractors, advisory committee members, and representatives from the pilot program to research and develop a draft comprehensive Program Sustainability Plan that:
 - Describes the challenges and barriers to the long term viability of the Program;
 - Recommends a network of functional solutions to these challenges;
 - Outlines the methods by which the Program can continue to provide a high level of service to California property owners and contractors and to support the goals of job creation, and the attainment of the State's climate change goals
 - Describes ways in which Program activities will drive lasting changes in the market; and
 - Identifies knowledgeable personnel, materials, funding sources and other resources to support and facilitate continued Program success.
- Take action throughout the course of the Agreement to implement the Program Sustainability Plan so that at the end of the ARRA time period the Program will continue.

Task Renewable Funding with the following:

- Provide draft analysis and recommendations for sustainability of finance clearinghouse
- Provide draft analysis and recommendations for sustainability of integrated web portal maintenance
- Report on progress to implement the Program Sustainability Plan

Prepare final Long-Term Program Sustainability Plan

Deliverables:

- Long-Term Program Sustainability Plan
- Supporting materials
- Progress reports on Program Sustainability Plan implementation

Subtask 2.1.4 Design Clearinghouse and Finance Subsidy

CSCDA and Renewable Funding will design statewide energy retrofit financing mechanisms that serve residents of all California cities and counties. The financing clearinghouse will offer consumers who wish to finance energy upgrade projects the opportunity to apply, pre-qualify and view a side-by-side comparison of products and rates free of charge. The consumer experience may vary depending on the lender

application process. The design will strive to provide commonality as much as possible. This enables prospective borrowers to make an informed decision when selecting a financing solution for their projects. Lawrence Berkeley National Laboratory (LBNL) will work as an advisor and collaborator on outreach to finance institutions and other components of clearinghouse design, as appropriate. LBNL will perform these tasks under its role and funding as a Department of Energy Technical Advisor.

The financing subsidy funded through this Agreement will be designed to lower costs for borrowers and will be available only for projects within Program Plus counties. Other subsidies may be funded by local governments within California for projects within their jurisdictions.

In its subcontract with Renewable Funding, Contractor may task Renewable Funding with carrying out the day-to-day activities associated with this Subtask 2.1.4. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Develop clearinghouse design
 - Develop eligibility criteria for contractors, property owners, improvements, and buildings;
 - Develop process for local governments to participate in financing clearinghouse;
 - Develop a process for lenders and contractors to participate in financing clearinghouse;
 - Develop processes for qualifying a consumer for financing, the pre-approving of an application for financing, providing customer service, and communication; and
 - Develop Program Policies and Procedures that include underwriting criteria, quality assurance requirements, contractor requirements, and a property owner process flow.
- Develop finance product criteria
 - Research and investigate financing options outside of PACE such as unsecured, secured and lease options;
 - Design a financial product selection process (RFQ) that aligns with state procurement requirements and *SEP Guidelines*. RFQ must include, but not be limited to, identification of minimum requirements and the framework and criteria for a competitive process that will maximize the potential for financial product administrators to provide more attractive terms to *Energy Upgrade California* applicants than would otherwise be available in the marketplace. Additional detail will be provided in the Implementation Plan;
 - Design quality control process to track lender compliance with program criteria; and
 - Provide technical compliance and financial advisory services to the Energy Commission.
- Develop finance subsidy criteria

- Provide technical assistance in restructuring SB 77 (Pavley, Chapter 15, Statutes of 2010);
- Research and investigate the impact of loan loss reserve and/or other credit enhancement of financial products for projects within Program Plus counties;
- Investigate structure and process for finance subsidy that is equitable to all borrowers within Program Plus counties and all participating lenders, provides ease of management, and has greatest potential to lead to sustainably lower financing costs; and
- Create mechanism and allow local governments to contribute subsidies to financing clearinghouse in accordance with predetermined structure and criteria that can be effectively administered, reduce the finance rate to consumers, and maximize economies of scale.
- Consideration of legal requirements
 - Design procedures for compliance with legal requirements such as statutory limits, disclosures and licensing;

Contractor Deliverables:

- Draft of Program Policies and Procedures which includes requirements for lender participation, financing products, and consumer qualifications
- Draft finance product criteria and product selection process
- Chart for property owner, contractor and lender process flow
- Draft finance subsidy structure and criteria

Subtask 2.1.5 Establish Clearinghouse and Financing Subsidy

CSCDA and Renewable Funding will engage in activities to establish statewide energy retrofit financing mechanisms that serve all California residents. To establish the financing clearinghouse, the Contractor will select lenders and qualify products. It is anticipated that the clearinghouse will initially support financing options in the market place such as unsecured and secured products, solar leases, power purchase agreement (PPA) solutions, and local banking options as well as additional financing products as they become available.

The financing subsidy will be available only for projects within Program Plus counties.

In its subcontract with Renewable Funding, Contractor may task Renewable Funding with carrying out the day-to-day activities associated with this Subtask 2.1.5. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Finalize Program Design
 - Create appropriate forms, checklist and documents for use in screening application process;
 - Determine reporting parameters;
 - Develop training materials for lender staff; and

- Develop content for training program for subcontractors and retrofit contractors on the use of the various financial products that will be delivered by Community Coordinators to Program Plus counties.
- Finalize legal and financial components
 - Determine necessary legal disclosures and necessary activities;
 - Outreach and education to potential lenders and financial institutions; and
 - Establish structure of loan loss reserve fund, interest rate buy-down or other credit enhancement mechanism, as identified in Financing Plan (subtask 2.1.2).
- Engage local governments
 - Provide optional resolution for local governments (this is a optional formal step in addition to registration of local governments); and
 - Assist and enroll local governments.

CSCDA and Renewable Funding will collaborate to carry out the legal compliance and financial requirements for Program formation and to develop the technology, forms, processes, and tools for Program operations. CSCDA will also obtain independent strategic and financial consultants to advise the Energy Commission on program design.

Contractor Deliverables:

- Final Program Policies and Procedures
- Final finance subsidy structure
- Forms and supporting documents
- Draft of Finance Clearinghouse RFQ

Subtask 2.1.6 Administer Clearinghouse and Finance Subsidy

The goal of this subtask is to administer and manage a clearinghouse of finance products that will serve all California residents, while also providing additional credit enhancements for property owners in Program Plus counties. CSCDA will administer the selection of lenders providing appropriate finance products through a RFQ process. The contractor will engage Renewable Funding to develop product criteria, train lenders in Program Policies and Procedures after CSCDA makes a selection, and manage the finance subsidy to reduce the rate to borrowers.

In its subcontract with Renewable Funding, Contractor may task Renewable Funding with carrying out the day-to-day activities associated with this Subtask 2.1.6. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Release solicitation for financial products to be offered through the Energy Upgrade California website to residential initially and commercial building owners in later stages.

- Review and approve financial products from lender responses to RFQ in the initial and on-going stages of the Program. Extent of finance product options will be contingent on stringency of qualifying criteria and participation of lenders; and
- Task Renewable Funding with the following:
 - Monitor and manage existing lenders, pre-approval process and finance subsidy;
 - Ensure that the cost of energy audits, energy ratings or the investigative phase of building commissioning can be financed;
 - Provide training on program requirements to lender staff;
 - Review, pre-qualify and coordinate financing with lenders for an estimated 60% of installations occurring in the program; and
 - Manage loan loss reserve fund and/or other credit enhancement mechanism that is established with SEP or leveraged funds for projects within Program Plus counties.
 - Expand clearinghouse
 - Develop additional financing products through competitive solicitation processes for commercial properties and water efficiency measures in later stages of program administration; and
 - Refine and improve clearinghouse processes.
 - Report activities
 - Provide monthly summary of clearinghouse and finance subsidy activities; and,
 - Provide clearinghouse and finance subsidy updates to local governments, may be delivered in coordination with other monthly updates provided by Agreement subcontractors.

Deliverables:

- Final Financial Product RFQ
- Monthly Summary of Program Finance Activities (to be included in the Monthly Progress Report, subtask 1.4) which includes:
 - List of financial products and accepted lenders
 - Updates on research and progress of additional financial products for various building types
 - Status of credit enhancement funds
 - Number and status of pre-approval applications

Subtask 2.1.7 Design and Implement Integrated Statewide Web Portal

The goal of this subtask is to design and implement an integrated statewide web portal that will reduce consumer confusion and integrate the ARRA SEP and EECBG financing programs for municipalities with the rebate programs offered by the utilities as well as ARRA and other energy retrofit incentive programs and tax credits. Renewable Funding will undertake the design, development and implementation of the integrated web portal in coordination and collaboration with the investor owned utility State-wide marketing, education and outreach program and website known as Engage 360. In its subcontracts with Renewable Funding and MIG, Contractor may task those

subcontractors with carrying out the day-to-day activities associated with this Subtask 2.1.7. Contractor shall remain responsible for all deliverables.

The Contractor shall:

Task Renewable Funding with the following:

- Implements integrated web portal design and content
 - Collaborate on draft site architecture designed by MIG
 - Implement final site architecture designed by MIG and,
 - Incorporate local or default content for all fifty-eight (58) California counties, as provided by MIG.
- Implements integrated web portal functionality
 - Ensure integrated web portal identifies all relevant sources of rebates, incentives, credits and financing available for any California residential or commercial building owner's region, building type and project type in collaboration and coordination with the investor owned utility State-wide marketing, education and outreach program and website known as Engage 360;
 - Implement roll-out of integrated web portal in phases with increasing functionality. A plan with the details and timing of each phase will be included with the Implementation Plan. There will be approximately four phases rolling out additional functionality in each phase. Timing of integrated web portal phases will be contingent on cooperation of utilities; and
 - Create a supporting back-end reporting system, application database and customized software for processing financing requests, where appropriate, and for reporting. This is distinct from the front-end, customer-facing interim web portal designed and operated by the Energy Commission. The application database and reporting system will be used to develop the tracking reports that Renewable Funding will provide in subtask 2.1.11 (Tracking and Reporting).
- Provide a walk-through of the application processing and reporting database and software to the CCM.

Task MIG with the following:

- Design integrated web portal consumer-facing front-end
 - Collaborate with Renewable Funding on draft site architecture;
 - Develop final site architecture to be implemented by Renewable Funding
 - Incorporate statewide branding consistent with Energy Upgrade California.
- Develop integrated web portal content
 - Develop default content for integrated web portal pages and create protocols for local content uploaded by county staff; and
 - Provide downloadable translated content on integrated web portal in several languages, including but not limited to Spanish and Chinese.

Deliverables:

- Draft *Energy Upgrade California* integrated web portal design
- Final *Energy Upgrade California* integrated web portal design
- Draft integrated web portal content for information and county pages
- Final integrated web portal content for information and county pages
- Draft integrated web portal functionality and database structure
- Final integrated web portal functionality and database structure
- Draft content protocols for county uploads
- Final content protocols for county uploads

Subtask 2.1.8 Customize Integrated Statewide Web Portal

The goal of this subtask is to customize components of the integrated web portal for specific pilot regions with PACE financing. In its subcontract with Renewable Funding and MIG, Contractor may task the subcontractors with carrying out the day-to-day activities associated with this Subtask 2.1.8. Contractor shall remain responsible for all deliverables.

The Contractor shall:

Task Renewable Funding with the following:

- Customize the integrated web portal for regional residential and commercial PACE pilot programs;
- Work with MIG on content for customized section, as necessary;
- Integrate multi-family project development tool; and
- Walk CCM and Pilot Program Leads through customized design.

Task MIG with the following:

- Ensure pilot program brand, content and design are consistent with *Energy Upgrade California*

Deliverables:

- Draft *Energy Upgrade California* integrated web portal customized design and content
- Final *Energy Upgrade California* integrated web portal customized design and content
- Draft integration plan for multi-family project development tool
- Final integration plan for multi-family project development tool

Subtask 2.1.9 Maintain Integrated Statewide Web Portal

The goal of this subtask is to maintain an integrated statewide web portal. In its subcontract with Renewable Funding, Contractor may task Renewable Funding with carrying out the day-to-day activities associated with this Subtask 2.1.9. Contractor shall remain responsible for all deliverables.

The Contractor shall:

Task Renewable Funding with the following:

- Launches and maintains an integrated statewide web portal;
- Works with Energy Commission and MIG to update and maintain integrated web portal with process improvements as necessary, based on initial implementation feedback;
- Works with Energy Commission and MIG to implement content protocols to ensure consistency of messages and materials; and
- Provide a customer service plan and content associated with finance and information technology supported through an on-line directory and facilitated by Community Coordinators.

Deliverables:

- Beta website for testing prior to public launch
- Full public website
- Summary of monthly website statistics, to be submitted as part of Monthly Progress Report (Subtask 1.4) which will also include a summary of integrated web portal improvements and enhancements
- Management plan for content protocol

Subtask 2.1.10 Align with Workforce Development and Other Complementary Programs

The goals of this subtask are to: (1) link “Program Plus” Program participants to regional energy efficiency and complementary programs (including workforce development); (2) link “Program Plus” Program participants to energy efficiency and other industry representatives; (3) generate a collective database for new and existing complementary programs in all California counties that may or may not be available statewide, including incentives that are available only to residents of Program Plus counties and are funded through this Agreement; (4) assist property owners in all California counties in accessing these resources as appropriate; and (5) connect property owners in all California counties to complementary workforce development training and graduates. Incentives available only to residents of Program Plus counties are: HERS II pre-installation rating rebate and HERS II post-installation verification rebate.

In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 2.1.10. Contractor shall remain responsible for all deliverables.

The Contractor shall:

Ensure that Ecology Action does the following:

On Incentives:

- Develop and implement an incentive program that will include:
 - Tracking templates for grants and other incentive programs; and
 - Protocols, policies, and frameworks to maximize project reach, reduce GHGs, and increase energy and water efficiency and renewable energy uptake and access by economically disadvantaged communities.
- Administer allocation of incentives based upon the detailed Implementation Plan

On Workforce Development:

- Coordinate with existing industry green teams or other appropriate energy efficiency, workforce development, renewable energy, water conservation, green plumbing, and green business certification industry groups to expand the utilization of the Program.
- Collaborate with regional Workforce Investment Boards (WIBs), the California Workforce Association, community colleges, Clean Energy Workforce Training Program (CEWTP) grantees and/or other pertinent green jobs training programs
- Provide scholarships to HERS raters and installation contractors throughout California in accordance with the design specified in the Program Implementation Plan.
- Provide HERS II pre-installation energy rating and post-installation verification incentives to property owners in Program Plus counties, in accordance with the design specified in the Program Implementation Plan.
- Generate a database lookup table of new and existing complementary programs specific to each region (such as those offered by the investor-owned utilities, publicly-owned utilities and the California Solar Initiative), for use with the property owner application integrated web portal.
- Create a list of available HERS raters and installation contractor companies who employ green job graduates from ARRA-funded regional workforce programs as detailed in the Implementation Plan.
- Promote green jobs graduates by listing on the integrated web portal with programs completed.
- Participate in Regional Workforce and Economic Development committees that result from Energy Commission summit meetings.
- Work with MIG to develop appropriate messaging, content and strategy for workforce outreach and materials.

Deliverables:

- Workforce incentive program plan
- Database lookup table of regional-specific new and existing complementary programs for use with the property owner application integrated web portal
- List of available contractors who employ graduates of green job programs specified in the Implementation Plan

Subtask 2.1.11 Quality Assurance, Energy Audits and Energy Savings Verification

In accordance with the Energy Commission's *State Energy Program Guidelines*, each proposed project site must achieve a reduction in total building energy use through energy efficiency before on-site renewable projects are eligible for financing. The Program will use a phased approach to increase the uptake of the Third Tier Comprehensive Whole House Program approaches once HERS II is available. These measures will create jobs, spur Green Jobs training programs for HERS II auditors to serve the market, allow loading order analysis of properties in applications, and show cost effective measures for the customers to take advantage of.

All projects funded by Energy Upgrade Financing are required to have permits from the local jurisdiction. Project permits and valid contractor licenses will be verified by each city's Building Department, and by the county for work in unincorporated areas to ensure contractors are working within their license authority. Validity of the license of all contractors for the specific project is established during application evaluation as part of Subtask 2.1.5, and applications are rejected if the license is not valid for the project.

In its subcontract with Ecology Action, Contractor may task Ecology Action with carrying out the day-to-day activities associated with this Subtask 2.1.11. Contractor shall remain responsible for all deliverables.

The Contractor shall:

Task Ecology Action with the following:

- Evaluate, track, and monitor ongoing quantitative and qualitative Program outcomes, including the number of properties served, estimated jobs created, and total kilowatt hours (kWh) mitigated.
- Collect the following from property owners who are ultimately installing renewable generation systems and/or who are taking part in the advanced/performance pathway via Renewable Funding's pre-approval for financing application process:
 - A test-in audit completed by a HERS II certified energy auditor that determines which efficiency measures will meet the 10% energy efficiency improvement requirement prior to financing of on-site renewable projects; and
 - A test-out verification showing the minimum 10% energy efficiency improvement prior to financing of on-site renewable projects. The test-out verification will be required at the time of the property owner's funding request (after the initial application approval and installation of efficiency measures).
- Ensure Energy Commission quality assurance requirements are met for all properties receiving Energy Upgrade California financing by monitoring the quality assurance that is being conducted as part of utility rebate, energy efficiency financing and other programs, and providing additional quality assurance as necessary for projects that are in a region or of a type not covered by existing programs.
- Ensure the quality assurance of projects that are in a region or of a type not covered by existing programs, consistent with Energy Commission quality assurance requirements.

- Ensure that existing audit approaches approved by the Energy Commission are conducted for participating commercial buildings.
- Collaborate with existing efforts throughout California to extend HERS II energy audit, verification and rating procedures to multi-family residential buildings.
- Ensure that the energy audits, ratings, and investigative phase of building commissioning are performed in accordance with the Energy Commission's *State Energy Program Guidelines*. In the event the Agreement term begins before certified HERS II Raters are available in the Contractor's performance region, the Contractor will use either the Energy Commission prescriptive list or an Energy Commission interim performance approach (described below) for residential buildings to meet the 10% energy efficiency improvement requirement at each proposed site.
- **Prescriptive List.** To comply with the 10% energy efficiency improvement requirement, residential buildings will be required to either comply fully with and qualify for the IOU's basic prescriptive package rebate or install all of the following measures, consistent with Energy Commission technical specifications for each measure (such as Annual Fuel Utilization Efficiency rating of furnace, R-value of insulation, and specification for when measures are feasible):
 1. Air sealing
 2. Attic insulation
 3. Duct test and seal or replacement
 4. Insulation of domestic hot water heater or replacement
 5. Combustion safety (requires BPI Building Analyst) and
 6. CO alarm
- **Interim Performance Approach.** For residential buildings where it is not feasible to install all of the measures in the Energy Commission prescriptive list (including when some of the measures have been previously installed or when measures are otherwise not feasible as indicated in the technical specifications) or full compliance with the IOU's basic prescriptive rebate package, the prescriptive approach cannot be used. In these cases, an Energy Commission interim performance approach for the building must be used to determine compliance with the 10% energy improvement requirement prior to financing renewable energy projects for the building. Further detail will be provided in the implementation plan.

The Energy Commission may consider alternate approaches to achieve its loading order policy for each residential renewable energy project site. If the Energy Commission approves an alternate approach, the CCM will provide written approval of the approach to the Contractor.

- **Alternate Approach:** If 10% energy use reductions cannot be readily achieved, perform both 1 AND 2 or 3 below:

1. HERS II California Energy Audit and install all of the applicable and feasible measures on the Prescriptive List above
2. Install other measures found by the HERS II energy audit to be more cost effective than on-site renewable generation up to 10% savings
3. HERS II California Whole-House Home Energy Rating with proof of rating of 85 or lower.

From July 1, 2011 through the end of this Agreement, energy audits must comply with HERS II standards and software. This date may be extended upon Energy Commission approval, to adjust for delays in HERS II availability if necessary.

For proposed nonresidential building sites, the CCM will consider in consultation with the Contractor an energy audit methodology the Contractor will use to meet the 10% energy improvement requirement prior to financing renewable energy projects. The CCM will provide written approval of the methodology.

- Verify that required building permits are pulled for financed projects
- Verify that Title 24 requirements are met for financed projects
- Monitor, record, and report Program progress relative to overall goals and objectives throughout the term of this Agreement.
- Meet or exceed California energy industry standards and Energy Commission requirements for data collection, measurement, calculation, and verification of impacts from both efficiency and renewable energy upgrades.
- Verify proper installation via HERS II rater verification test-out for percentage of retrofitted properties in accordance with Implementation Plan
- Draft an Installation Data Report that includes installation data from projects installed in each area, reflecting the minimum 10% reduction in energy use as a condition of financing renewable installation, and completion of the appropriate audits, rating, and investigative phase of building commissioning in accordance with the *State Energy Program Guidelines*.

Deliverables:

- Installation Data Report, submitted as part of Monthly Progress Report under Subtask 1.4

Subtask 2.1.12 Outreach, Marketing and Customer Support

The goal of this subtask is to provide outreach, marketing and customer support to property owners, contractors and additional stakeholders to develop the retrofit market and promote the installation and financing of energy and water upgrades.

The Contractor will engage MIG to create a clear and consistent Program promotion design, together with template materials that distinctively identify and promote the Program to target audiences. The goal is to:

- Create local templates and produce versions of the standardized marketing toolkit;

- Coordinate with the marketing efforts of investor owned utilities programs, including the investor owned utility State-wide marketing, education and outreach program and website known as Engage 360;
- Produce ancillary educational and promotional materials and activities such as Program brochures, advertisements, workshops, and/or incentive awards to drive participant recruitment, and encourage increased comprehensive whole-house retrofit adoption/installation among target populations; and
- Develop online and mobile social marketing tools to promote the program in conjunction with overall website functionality and phasing.

In addition, the Contractor will engage Ecology Action to work with MIG to develop additional strategies and approaches to engage the targeted populations in energy efficiency programs. This list will be further defined in the implementation plan and be consistent with the target audiences of *Energy Upgrade California* and the utilities' Whole Home Performance Program. By aligning the targeted audiences of various programs, the Program Team can better leverage funds and efforts being made throughout the state.

Contractor will enlist Ecology Action to engage a broad network to promote the Program and disseminate Program information through existing outreach mechanisms, community event tabling, workshops, presentations, or other appropriate activities. Ecology Action will ensure that this work does not represent a duplication of the promotion and marketing efforts being conducted under the investor-owned utilities' whole-house energy efficiency retrofit program. Ecology Action will also work with subcontractors to increase uptake of energy efficiency and comprehensive whole building retrofit installations, and expand overall Program reach among targeted or disadvantaged populations. This will be accomplished by maintaining up-to-date information on the *Energy Upgrade California* integrated web portal regarding local incentives, sustainability awards, and/or rebates for which program participants are eligible.

Depending on the volume of customer service requests, the Program Team may need to develop and implement a call center feasibility plan and subsequently create a single call center. This item is not in the current budget and would require a budget amendment if deemed necessary.

In its subcontracts with Ecology Action and MIG, Contractor may task those subcontractors with carrying out the day-to-day activities associated with this Subtask 2.1.12. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Task Ecology Action with the following:
 - Program Implementation
 - Work with MIG to garner input from Program Team regarding development of promotional materials, plans, and procedures;
 - Manage the Community Coordinators to:
 1. Offer on-the-ground property owner assistance in “Program Plus” counties, in addition to statewide financial and website technical assistance offered in 2.1.8, to facilitate rapid adoption of the Program throughout the target region; and
 2. Track customer service contacts, troubleshooting, and support through the number of materials distributed, calls logged, and/or events attended.
 - Work with MIG to create customer support tools such as FAQ sheets, case studies, flowcharts, resource lists, and website links.
 - Information Coordination
 - Facilitate the work of the Program Team and Community Coordinators to audit and catalog existing incentive programs for use in integrated statewide web portal.
 - Training
 - Create curriculum content in collaboration with other key subcontractors for training seminars;
 - Where appropriate, hold network trainings, disseminate promotional materials, and establish a plan for tracking the leveraged promotional reach enabled by collaboration with other parties; and
 - Conduct training seminars for homeowners, businesses, and installation contractors and HERS II raters/auditors.
 - Networking
 - Collaborate with local real estate industry and multiple listing services throughout the state to make rating and retrofit information available to the market;
 - Collaborate with MIG to establish a network of resources, industry groups, and workforce development agencies to assess opportunities for joint promotion and recruitment of property owners, contractors, and potential green workforce participants;
 - Collaborate with MIG to identify and hold promotional outreach events such as trade shows and community workshops; and
 - Coordinate with MIG to deliver Program reach among economically disadvantaged populations or other targeted groups.
 - Program Performance
 - Carefully track all produced and disseminated materials, event contacts, and website traffic, as indicators of Program reach;

- Draft a quarterly report that estimates the leveraged promotional reach of and data on all produced and disseminated materials, and event contacts;
 - Monitor use and effectiveness of Program incentives in moving participants from Tier two to Tier three measures of the Energy Commission's Comprehensive Residential Building Retrofit Program;
 - Draft a summary of Program incentive measures and the effectiveness of such measures;
 - Draft summaries of customer service contacts, call logs, and similar data (to be included in the Monthly Progress Report, as appropriate); and
 - Develop customer satisfaction feedback mechanism to be detailed in the implementation plan.
- Task MIG with the following:
 - Create promotional tools such as fact sheets, brochures, and educational hand-outs;
 - Develop and coordinate the marketing, communication and education strategies and materials;
 - Ensure that marketing, promotional, and informational materials contain the *Energy Upgrade California* Identity Mark and Logo, as specified;
 - Design education, outreach, and promotional materials that can be customized by each county as facilitated by the Community Coordinators;
 - Draft a summary of the content of proposed Program marketing print/radio/TV advertisements and public service announcements;
 - Produce Program marketing print/radio/TV advertisements and/or public service announcements and coordinate and purchase media distribution for these materials, as feasible within allocated budget;
 - Develop a standardized marketing toolkit that contains branding guidelines, standard PowerPoint deck, template brochure, a boilerplate Program description for inclusion in local materials, a basic Program logo, and a generic press release. These documents will be customized and incorporated into local Program materials;
 - Create materials designs, sustainability site signage, and/or participant awards for dissemination through the network;
 - Work with Ecology Action to facilitate input from advisory committees regarding development of promotional materials, plans, and procedures;
 - Work with advisory committees to identify most effective channels for promotional materials or outlets targeted to each region, such as brochures, door hangers, bill inserts, and television/radio;
 - Provide promotional designs, plans, and procedures to the CCM;
 - Provides online social media tools and communications to HERS raters, installation contractors, program partners and property owners;
 - Coordinate with the marketing efforts of investor owned utilities programs, including the investor owned utility State-wide marketing, education and outreach program and website known as Engage 360; and

- Build on existing coordination and efforts in partnerships with local governments, building and trade organization, other industry groups to maximize consumer understanding of contractor best practices, listing, job training and other related retrofit information.

Deliverables:

- Draft Incentive Program Design Plan
- Final Incentive Program Design Plan
- Incentive Program Design templates
- Draft marketing toolkit
- Final marketing toolkit
- Draft Program logos and other promotional tools
- Final Program logos and other promotional tools
- Draft Protocols for using logos and other promotional tools
- Final Protocols for using logos and other promotional tools
- Education, outreach, and promotional materials for each region
- Curriculum designs for training seminars
- Summary of content of proposed Program marketing print/radio/TV advertisements and/or public service announcements
- Quarterly report that estimates the leveraged promotional reach of and data on all produced and disseminated materials, event contacts, and website traffic
- Materials designs, sustainability site signage, and participant awards
- Summary of Program incentive measures and the effectiveness of such measures
- Draft promotional designs, plans, and procedures
- Final promotional designs, plans, and procedures
- Summaries of customer service contacts, call logs, and similar data (to be included in the Monthly Progress Report, as appropriate)
- Customer service support tools
- Report summarizing customer satisfaction feedback obtained from property owners

Subtask 2.1.13 Tracking and Reporting

Contractor will engage Ecology Action to develop and oversee reporting mechanisms and collect information required for Program reports, including ARRA reports. Reporting mechanisms will include spreadsheets and databases that allow the Program Team to easily track and submit required data and leveraged resources for compilation of monthly progress reports, CPR(s), and other reports.

This subtask will involve use of the application data collection systems designed in subtask 2.7, and development of data collection systems for administrative data from Program team. These systems will be phased in with necessary components expected to be in place by commencement of full-scale operations (i.e., commencement of public Program participation). A strategy for reporting prior to that time will be included in the Implementation Plan. Ecology Action and Renewable Funding will refine and expand

the strategy throughout the Agreement term as needed to reflect changes in activities or feedback from the CCM.

As part of the integrated web portal development, Renewable Funding will develop an application database and reporting system to indicate the number of properties approved, funded, withdrawn, or denied, as well as other appropriate metrics.

In its subcontracts with Ecology Action and Renewable Funding, Contractor may task those subcontractors with carrying out the day-to-day activities associated with this Subtask 2.1.13. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Task Ecology Action with the following:
 - Develop an Administrative data collection system, including databases, spreadsheet templates, and other reporting tools for use by the Program Team;
 - Collect report information from all CSCDA subcontractors on a timely basis;
 - Revise reporting strategy as necessary, and submit the revised strategy to the CCM;
 - Draft a Data Collection System Report that includes data collection system design specifications and a list of reporting functionality;
 - Provide a walk-through of the data collection system to the CCM; and
 - Draft Data Collection Reports summarizing and explaining data collected for the Program.
- Task Renewable Funding with the following:
 - Gather data and report on energy savings associated with financed projects. The data will be included in the database developed by Renewable Funding;
 - Provide tracking reports based on necessary ARRA data fields:
 - The number of participating properties per county and Program-wide, broken into the following categories:
 - Approved, funded; withdrawn and denied
 - Additional categories that may be added as requested by the counties and the Energy Commission
 - Energy savings associated with financed projects county and Program-wide; and
 - Provide data collected from the integrated web portal on the impact and success of marketing efforts to appropriate sub contractors.

Deliverables:

- Reports on the number of participating properties per county and Program-wide (to be included in the Monthly Progress Report, subtask 1.4)
- Reports on the energy savings associated with financed projects per county and Program-wide (to be included in the Monthly Progress Report, subtask 1.4)
- Report on the impact and success of marketing efforts per county and Program-wide
- Data Collection Reports

Subtask 2.2 Additional “Program Plus” Services

The goals of this subtask are to provide additional services to “Program Plus” counties within the state. Services will include regional coordination and development, local quality assurance, and verification of energy savings.

Subtask 2.2.1 Regional Coordination and Development

Ecology Action will work collaboratively with the Program team and Community Coordinators to provide each Program Plus county with resources necessary to achieve Program goals, and to engage in region-wide (or county-wide, where appropriate) cooperative project design, implementation, marketing, and coordination that will maximize economies of scale and take advantage of overlapping markets. Ecology Action will provide Program-wide support, technical assistance, and coordination to all regional LGACs, subcontractors, and individual jurisdictions as appropriate to maintain communication, consistency, and quality assurance while ensuring that all project deliverables are met on time and within budget.

Ecology Action will work with Program Team, Community Coordinators, complementary programs, and agency staff to organize and facilitate opportunities for collective training of key personnel and staff (e.g., building permit department, customer service, and tax collector staff). Training may include in-person training, webinar conferencing, fact sheet development, and/or informational training manuals.

In its subcontract with Ecology Action, Contractor may task those subcontractors with carrying out the day-to-day activities associated with this Subtask 2.2.1. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Task Ecology Action with the following:
 - Provide Regional Staff (Community Coordinators) who shall fulfill the following roles in “Program Plus” counties:
 - Regional liaison to local government staff, property owners, installation contractors and other stakeholders;
 - Provide Program team outreach, marketing and promotion to property owners;
 - Provide Program Team with up-to-date information regarding local energy or water incentives and rebates;
 - Assist in TAC and LCAG meeting administration;
 - Compile and report on program performance metrics as detailed in the Implementation Plan;
 - Provide front line customer service; and
 - Conduct training and education of local government staff, contractors and property owners etc.

Deliverables:

- Regional Coordination Reports (summaries of meetings, training, outreach events etc.)
- Quarterly Summary of Training Activities

Subtask 2.3 PACE Financing Pilot Programs

The goal of this subtask is to create pilot PACE programs under the larger statewide program that will address the traditional financial barriers faced by property owners seeking to fund retrofit projects and allay the concerns raised by FHFA and OCC. In addition to testing the viability of PACE financing, the pilots will encourage and ensure replicability outside the pilot regions by developing guidance documents, including lessons learned and recommendation, and actively providing technical support to local governments pursuing replication of the pilots.

The Contractor will engage the County of Sonoma to establish a residential PACE Pilot program within its region that will align with the elements of Energy Upgrade California in Attachment 1, overcome the obstacles introduced by the FHFA, and be easily replicable by other California regions interested in establishing a residential PACE program.

The Contractor will engage the Community Redevelopment Agency of Los Angeles to establish a commercial PACE Pilot program within its region that will align with the elements of Energy Upgrade California in Attachment 1, overcome the obstacles introduced by the OCC, include a strong focus on retro-commissioning, and be easily replicable by other California regions interested in establishing a residential PACE program.

In its subcontracts with the County of Sonoma and Community Redevelopment Agency of Los Angeles, Contractor may task those subcontractors with carrying out the day-to-day activities associated with this Subtask 2.3. Contractor shall remain responsible for all deliverables.

The Contractor shall:

- Draft and execute subcontracts with each of the Pilot Program lead agencies.
- Implement subcontracts substantially in the form of the attached scopes of work and budgets (**Attachments 2 and 3**).
- Ensure that each pilot program does the following:
 - Drafts and submits a draft and final Implementation Plan; these pilot program Implementation Plans must include the same elements identified in subtask 2.1;
 - Drafts and submits a draft and final Program Sustainability Plan; these pilot program Sustainability Plans must include the same elements identified in subtask 2.3;
 - Conducts specialized outreach and marketing for the pilot programs;
 - Performs the Quality Assurance, Energy Audit and Energy Savings Verification (subtask 2.5) tasks for the pilot program;
 - Submits reporting data for the pilot program;

- Drafts a section of the Final Report (subtask 1.6) that includes lessons learned, recommendations for replication and scaling up of the pilot program, including the elements necessary for successful replication and scaling of the pilot program;
- Reaches out to local governments around the state to encourage replication of the pilot;
- Provides technical support to local governments around the state for replication of the pilots;
- Compile and submit reporting data from pilot programs

Deliverables:

- Two (2) Draft Pilot Program Implementation Plans
- Two (2) Final Pilot Program Implementation Plans
- Program Leads for each pilot program
- Draft and final subcontracts with the Program Lead for each pilot program
- Sections for each pilot program to be included in the Final Report (subtask 1.6)
- Reporting data for each pilot program, to be submitted as part of reports in subtasks 1.4 and 2.1.11
- If bonds are issued, bond documents including local obligation and revenue bond indentures and bond purchase agreement will be included in the Program Report for each county containing the information required by California Streets and Highways Code Section 5898.22
- Adopted local agency Resolutions to Join, Resolutions of Intention to Finance Installation of Improvements, and Resolutions Confirming the Program Report
- Notices provided to water and electricity service providers
- Summary of validation action results
- Assessment payment schedules

Subtask 2.3.1 Residential PACE Program

The Contractor shall:

- Establish and oversee a residential PACE pilot program to demonstrate the viability of PACE financing for the residential market
 - Align the pilot program with DOE's Guidelines for Pilot PACE Financing Programs and other guidelines specified by the Energy Commission
 - Enter into a funding agreement with Sonoma County substantially in the form of the Energy Commission-approved Scope of Work in Attachment 2 to lead this program and assist other local jurisdictions that are interested in adopting Sonoma County's model for residential PACE financing
 - Determine best methods to overcome FHFA's objections to PACE financing; these "best practice" methods will be included in the Final Report (subtask 1.6)

Subtask 2.3.2 Commercial PACE Program

The Contractor shall:

- Establish and oversee a commercial PACE pilot program to demonstrate the viability of PACE financing for the commercial market
 - Align the commercial PACE pilot with DOE's Guidelines for Pilot PACE Financing Programs and other guidelines specified by the Energy Commission;
 - Enter into a funding agreement with Community Redevelopment Agency of the City of Los Angeles (CRA/LA) substantially in the form of the Energy Commission-approved Scope of Work in Attachment 3 to lead this program and assist other local jurisdictions that are interested in adopting the model developed under this pilot program for commercial PACE financing
 - Determine best methods to overcome OCC's objections to PACE financing; these "best practice" methods will be included in the Final Report (subtask 1.6)